



Mission Statement

To provide superior service and support to City departments and customers for the centralized acquisition of supplies, services and equipment outlay.

Department Description

The Purchasing and Contracting Department centralizes the City's procurement and contracting services. Multiple teams carry on the daily operational contracting needs of the organization, maintain the warehousing operations, monitor internal service level agreements, ensure Equal Opportunity Contract Compliance with federal, State, and municipal laws, regulations and procedures, and lead the City's Managed Competition Program.

Service Efforts and Accomplishments

The Equal Opportunity Contract Compliance team has recovered over \$250,000 in penalties and underpayments on behalf of subcontractors, vendors, and suppliers. As a certified State Labor Compliance Program, the City is able to achieve more efficient settlements, withhold contract payments for certain violations of the labor code, and collect and retain penalties when investigations establish occurrences of non-compliance.

Equal Opportunity Contract Compliance staff have provided training for contractors, consultants, developers, and City staff on all areas of contract compliance.

The Procurement teams have been working to streamline the procurement processes for goods, services, consultant and construction contracting. In addition, strategic procurement research is being conducted on other government contracts and best value contracting to increase the City's purchasing power.

The Purchasing team was recognized and received the "Achievement of Excellence in Procurement Award" from the National Institute of Government Purchasing for Fiscal Year 2007.

The Central Stores warehouse team undertook an entire reorganization effort, consolidating four warehouse locations into two, reducing obsolete inventory, improving restocking percentages, and eliminating delivery services that were not cost effective. This resulted in a direct savings to the Department and a savings to the City of \$1.1 million of reduced overhead charges.

Budget Dollars at Work

In Fiscal Year 2006:

Enforced federal, State and Municipal regulations on:

- 187 construction contracts totaling \$30.8M
- 477 consultant/professional service contracts totaling \$23.8M
- Processed 8,746 Purchase Orders
- Received \$2.0M in revenue from sale of surplus property

Department Summary

Purchasing & Contracting										
		FY 2006 BUDGET		FY 2007 BUDGET		FY 2008 PROPOSED		FY 2007-2008 CHANGE		
Positions		73.01		85.00		74.00		(11.00)		
Personnel Expense	\$	5,548,522	\$	6,388,716	\$	6,391,513	\$	2,797		
Non-Personnel Expense	\$	18,058,597	\$	18,365,356	\$	23,065,876	\$	4,700,520		
TOTAL	\$	23,607,119	\$	24,754,072	\$	29,457,389	\$	4,703,317		

Department Staffing

	FY 2006 BUDGET	FY 2007 BUDGET	FY 2008 PROPOSED
GENERAL FUND			
Equal Opportunity Contracting			
Business Opportunity Center	5.00	5.00	5.00
Consultant Services	2.00	3.00	3.00
EOCP-Contract and Labor Compliance	15.50	17.00	15.00
Total	22.50	25.00	23.00
Purchasing			
Division Management and Support	1.59	1.50	1.50
Requisition, P.O., and Contract Mgmt	19.00	20.00	20.00
Service Enhancement and Outreach	0.50	0.50	0.50
Total	21.09	22.00	22.00
Purchasing & Contracting			
Public Works Contracting	0.00	15.00	6.00
Purchasing & Contracting Admin	0.00	1.00	1.00
Total	0.00	16.00	7.00
CENTRAL STORES INTERNAL SERVICE FUND			
Central Stores			
Division Management	0.92	0.00	0.00
Mailroom Operations	7.00	7.00	7.00
Storeroom Operations	16.50	11.00	11.00

Department Staffing

		FY 2006 BUDGET	FY 2007 BUDGET	FY 2008 PROPOSED
CENTRAL STORES INTERNAL SERVICE	FUND			
Central Stores				
Stores Accounting		5.00	 4.00	 4.00
Total		29.42	22.00	22.00
DEPARTMENT TOTAL		73.01	85.00	74.00
Department Expenditures				
pp		FY 2006	FY 2007	FY 2008
		BUDGET	BUDGET	PROPOSED
GENERAL FUND				
Equal Opportunity Contracting				
Business Opportunity Center	\$	504,631	\$ 508,266	\$ 568,237
Consultant Services	\$	165,930	\$ 241,713	\$ 249,251
EOCP-Contract and Labor Compliance	\$	1,783,297	\$ 1,851,190	\$ 1,777,433
Equal Opportunity Contracting	\$		\$ (171,323)	\$ (6,861)
Total	\$	2,453,858	\$ 2,429,846	\$ 2,588,060
Purchasing				
Division Management and Support	\$	227,646	\$ 216,552	\$ 223,697
Purchasing	\$	-	\$ (121,312)	\$ 5,293
Requisition, P.O., and Contract Mgmt	\$	1,540,855	\$ 1,768,631	\$ 1,803,144
Service Enhancement and Outreach	\$	117,185	\$ 117,638	\$ 120,100
Total	\$	1,885,686	\$ 1,981,509	\$ 2,152,234
Purchasing & Contracting				
Public Works Contracting	\$	-	\$ 1,149,714	\$ 466,173
Purchasing & Contracting	\$	-	\$ (4,167)	\$ 11,943
Purchasing & Contracting Admin	\$	-	\$ 500,115	\$ 386,655
Purchasing & Contracting Programs	\$	-	\$ -	\$ 30,011
Total	\$	-	\$ 1,645,662	\$ 894,782
CENTRAL STORES INTERNAL SERVICE	FUND			
Central Stores				
Division Management	\$	226,334	\$ 56,534	\$ 54,551
Fin Mgmt - Central Stores	\$	-	\$ 924	\$ 27,199
Inventory Purchases	\$	16,967,515	\$ 16,967,515	\$ 21,967,515
Mailroom Operations	\$	462,192	\$ 459,577	\$ 486,946
Storeroom Operations	\$	1,229,471	\$ 890,663	\$ 967,978
Stores Accounting	\$	382,063	\$ 321,842	\$ 318,124
Total	\$	19,267,575	\$ 18,697,055	\$ 23,822,313
DEPARTMENT TOTAL	\$	23,607,119	\$ 24,754,072	\$ 29,457,389

Significant Budget Adjustments

GENERAL FUND

Equal Opportunity Contracting	Positions	Cost	Revenue
Salary and Benefit Adjustments	0.00 \$	S 291,222 \$	0
Adjustments to reflect the annualization of the Fiscal Year 2007 negotiated salary compensation schedule, changes to average salaries, retirement contributions, retiree health contributions, and other benefit compensation.			
Increase to Retiree Health Care-Other Post-Employment Benefits (OPEB)	0.00 §	39,036 \$	0
Addition of funds to be applied towards the total liability for retiree health care.			
Adjustments to Gas Tax and TransNet Revenues	0.00 5	0 \$	(91,145)
Overall Gas Tax and TransNet revenue is projected to increase for Fiscal Year 2008, one percent and three percent respectively. However, some departments realized a reduction in TransNet revenue as the result of the consolidation of the revenue into departments that perform the majority of transportation related activities: General Services - Streets Division, and Engineering and Capital Projects.			
Revised Revenue	0.00 \$	0 \$	(932,265)
Adjustment to Fiscal Year 2007 revenue to reflect Fiscal Year 2008 revenue projections.			
Non-Discretionary	0.00 §	(2,955) \$	0
Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.			
Savings from Business Process Reengineering (BPR) and the Five-Year Financial Outlook	(2.00) §	(14,694) \$	0
Expenditure adjustments in personnel and non-personnel expenses as a result of position reductions and BPR.			
Vacancy Savings	0.00 \$	5 (57,022) \$	0
Adjustments in personnel expense from positions that are projected to be vacant for a period of time in Fiscal Year 2008 due to personnel transition and salary differentials for new employees.			
Support for Information Technology	0.00 \$	(97,373) \$	0
Funding is allocated according to a zero-based annual review of information technology funding requirements and priority analyses.			

Significant Budget Adjustments

GENERAL FUND

Purchasing	Positions	Cost	Revenue
Salary and Benefit Adjustments Adjustments to reflect the annualization of the Fiscal Year 2007 negotiated salary compensation schedule, changes to average salaries, retirement contributions, retiree health contributions, and other benefit compensation.	0.00 \$	235,798 \$	0
Increase to Retiree Health Care-Other Post-Employment Benefits (OPEB) Addition of funds to be applied towards the total liability for	0.00 \$	42,759 \$	0
retiree health care. Revised Revenue	0.00 \$	0 \$	(702,472)
Adjustment to Fiscal Year 2007 revenue to reflect Fiscal Year 2008 revenue projections.			
Non-Discretionary Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.	0.00 \$	(3,981) \$	0
Vacancy Savings Adjustments in personnel expense from positions that are projected to be vacant for a period of time in Fiscal Year 2008 due to personnel transition and salary differentials for new employees.	0.00 \$	(47,256) \$	0
Support for Information Technology	0.00 \$	(56,595) \$	0
Funding is allocated according to a zero-based annual review of information technology funding requirements and priority analyses.			
Purchasing & Contracting	Positions	Cost	Revenue
Salary and Benefit Adjustments Adjustments to reflect the annualization of the Fiscal Year 2007 negotiated salary compensation schedule, changes to average salaries, retirement contributions, retiree health contributions, and other benefit compensation.	0.00 \$	78,831 \$	0
Training for new Purchasing and Contracting Department Structure Establishes budget for staff training in Managed Competition, professional certification, and cross-training.	0.00 \$	30,000 \$	0
Increase to Retiree Health Care-Other Post-Employment Benefits (OPEB) Addition of funds to be applied towards the total liability for retiree health care.	0.00 \$	6,603 \$	0

Significant Budget Adjustments

GENERAL FUND

Purchasing & Contracting	Positions	Cost	Revenue
Revised Revenue	0.00 \$	0 \$	26,726
Adjustment to Fiscal Year 2007 revenue to reflect Fiscal Year 2008 revenue projections.			
Support for Information Technology	0.00 \$	(42,860) \$	0
Funding is allocated according to a zero-based annual review of information technology funding requirements and priority analyses.			
Non-Discretionary	0.00 \$	(104,532) \$	0
Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.			
Savings from Business Process Reengineering (BPR) and the Five-Year Financial Outlook	(9.00) \$	(718,922) \$	(253,037)
Expenditure adjustments in personnel and non-personnel expenses as a result of position reductions and BPR.			

CENTRAL STORES INTERNAL SERVICE FUND

Central Stores	Positions	Cost	Revenue
Salary and Benefit Adjustments	0.00 \$	67,664 \$	0
Adjustments to reflect the annualization of the Fiscal Year 2007 negotiated salary compensation schedule, changes to average salaries, retirement contributions, retiree health contributions, and other benefit compensation.			
Inventory Purchases	0.00 \$	5,000,000 \$	0
Adjustment to reflect projected expenses due to inventory purchases.			
Increase to Retiree Health Care-Other Post-Employment Benefits (OPEB)	0.00 \$	42,759 \$	0
Addition of funds to be applied towards the total liability for retiree health care.			
Non-Discretionary	0.00 \$	40,770 \$	0
Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.			

Significant Budget Adjustments

Central Stores	Pos	sitions	Cost	Revenue
Funding for the Enterprise Resource Planning (El System	RP)	0.00 \$	5,653 \$	0
This system will integrate all data and processes of core functions into a unified data system. The ERP windependent applications the City has in place eliminate the need for external interfaces, provide a standardization, reduce maintenance, and allow for reporting capabilities.	vill replace that will a range of			
Revised Revenue		0.00 \$	0 \$	4,629,879
Adjustment to Fiscal Year 2007 revenue to reflect F 2008 revenue projections.	iscal Year			
Support for Information Technology		0.00 \$	(585) \$	(
Funding is allocated according to a zero-based annu of information technology funding requirements ar analyses.				
Vacancy Savings		0.00 \$	(31,003) \$	(
Adjustments in personnel expense from positions projected to be vacant for a period of time in Fiscal due to personnel transition and salary differentials employees.	Year 2008			
xpenditures by Category	FY 2006 BUDGET		FY 2007 BUDGET	FY 200 PROPOSEI

Expenditures by Category			
Exponditured by Gatogory	FY 2006 BUDGET	FY 2007 BUDGET	FY 2008 PROPOSED
PERSONNEL			
Salaries & Wages	\$ 3,680,733	\$ 4,211,340	\$ 4,114,998
Fringe Benefits	\$ 1,867,789	\$ 2,177,376	\$ 2,276,515
SUBTOTAL PERSONNEL	\$ 5,548,522	\$ 6,388,716	\$ 6,391,513
NON-PERSONNEL			
Supplies & Services	\$ 17,463,726	\$ 17,829,878	\$ 22,765,737
Information Technology	\$ 416,964	\$ 354,839	\$ 153,711
Energy/Utilities	\$ 157,257	\$ 154,095	\$ 119,884
Equipment Outlay	\$ 20,650	\$ 26,544	\$ 26,544
SUBTOTAL NON-PERSONNEL	\$ 18,058,597	\$ 18,365,356	\$ 23,065,876
TOTAL	\$ 23,607,119	\$ 24,754,072	\$ 29,457,389
Revenues by Category	FY 2006 BUDGET	FY 2007 BUDGET	FY 2008 PROPOSED
GENERAL FUND			
Revenue from Other Agencies	\$ -	\$ 109,309	\$ 31,200

Revenues by Category		FY 2006 BUDGET		FY 2007 BUDGET	FY 2008 PROPOSED		
GENERAL FUND							
Charges for Current Services	\$	2,869,869	\$	3,077,182	\$	1,345,781	
Transfers from Other Funds	\$	142,683	\$	142,683	\$	-	
TOTAL	\$	3,012,552	\$	3,329,174	\$	1,376,981	

Salary Schedule

GENERAL I	FUND
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Purchasing & Contracting

Purch	asing & Contracting				
G!	D	FY 2007	FY 2008	G 1	
Class	Position Title	Positions	Positions	Salary	Total
1105	Administrative Aide I	3.00	2.00	\$ 43,820	\$ 87,640
1218	Assoc Management Analyst	3.00	2.00	\$ 64,539	\$ 129,077
1535	Clerical Assistant II	3.00	1.00	\$ 35,402	\$ 35,402
1536	Contracts Processing Clerk	4.00	0.00	\$ -	\$ -
1746	Word Processing Operator	0.00	1.00	\$ 37,845	\$ 37,845
1879	Sr Clerk/Typist	1.00	0.00	\$ -	\$ -
1917	Supv Management Analyst	1.00	0.00	\$ -	\$ -
2132	Department Director	1.00	1.00	\$ 139,999	\$ 139,999
	Total	16.00	7.00		\$ 429,963
Purch	asing				
		FY 2007	FY 2008		
Class	Position Title	Positions	Positions	Salary	Total
1218	Assoc Management Analyst	1.00	1.00	\$ 64,538	\$ 64,538
1282	Procurement Specialist	7.00	7.00	\$ 58,568	\$ 409,979
1287	Buyers Aide II	0.00	1.00	\$ 44,928	\$ 44,928
1348	Info Systems Analyst II	1.00	0.00	\$ -	\$ -
1349	Info Systems Analyst III	0.00	1.00	\$ 71,601	\$ 71,601
1401	Info Systems Technician	1.00	1.00	\$ 50,993	\$ 50,993
1536	Contracts Processing Clerk	3.00	3.00	\$ 39,397	\$ 118,191
1746	Word Processing Operator	2.00	2.00	\$ 37,845	\$ 75,690
1783	Principal Procurement Specialist	3.00	3.00	\$ 71,552	\$ 214,656
1850	Sr Procurement Specialist	1.00	1.00	\$ 65,173	\$ 65,173
1879	Sr Clerk/Typist	1.00	0.00	\$ -	\$ -
1917	Supv Management Analyst	1.00	1.00	\$ 80,610	\$ 80,610
2176	Purchasing Agent	1.00	1.00	\$ 119,758	\$ 119,758
	Vacancy Factor Adjustment	0.00	0.00	\$ -	\$ (39,484)
	Overtime Budgeted	0.00	0.00	\$ -	\$ 7,528
	Temporary Help	0.00	0.00	\$ -	\$ 560
	Total	22.00	22.00		\$ 1,284,721

Salary Schedule

GENERAL FUND

Equal Opportunity Contracting

	FY 2007	FY 2008				
Position Title	Positions	Positions		Salary		Total
Account Clerk	1.00	1.00	\$	37,878	\$	37,878
Sr Management Analyst	1.00	7.00	\$	70,802	\$	495,614
Administrative Aide II	3.00	2.00	\$	50,686	\$	101,372
Assoc Management Analyst	13.00	2.00	\$	64,538	\$	129,076
Assoc Engineer-Civil	0.00	3.00	\$	80,375	\$	241,125
Clerical Assistant II	1.00	1.00	\$	35,402	\$	35,402
Word Processing Operator	1.00	1.00	\$	37,845	\$	37,845
Sr Civil Engineer	0.00	2.00	\$	92,803	\$	185,606
Sr Clerk/Typist	1.00	1.00	\$	43,313	\$	43,313
Supv Management Analyst	3.00	2.00	\$	80,610	\$	161,220
Deputy Director	1.00	1.00	\$	119,758	\$	119,758
Vacancy Factor Adjustment	0.00	0.00	\$	-	\$	(47,646)
Overtime Budgeted	0.00	0.00	\$	-	\$	5,913
Total	25.00	23.00			\$	1,546,476
al Fund Total	63.00	52.00			\$	3,261,160
	Account Clerk Sr Management Analyst Administrative Aide II Assoc Management Analyst Assoc Engineer-Civil Clerical Assistant II Word Processing Operator Sr Civil Engineer Sr Clerk/Typist Supv Management Analyst Deputy Director Vacancy Factor Adjustment Overtime Budgeted Total	Position Title Positions Account Clerk 1.00 Sr Management Analyst 1.00 Administrative Aide II 3.00 Assoc Management Analyst 13.00 Assoc Engineer-Civil 0.00 Clerical Assistant II 1.00 Word Processing Operator 1.00 Sr Civil Engineer 0.00 Sr Clerk/Typist 1.00 Supv Management Analyst 3.00 Deputy Director 1.00 Vacancy Factor Adjustment 0.00 Overtime Budgeted 0.00 Total 25.00	Position Title Positions Account Clerk 1.00 1.00 Sr Management Analyst 1.00 7.00 Administrative Aide II 3.00 2.00 Assoc Management Analyst 13.00 2.00 Assoc Engineer-Civil 0.00 3.00 Clerical Assistant II 1.00 1.00 Word Processing Operator 1.00 1.00 Sr Civil Engineer 0.00 2.00 Sr Clerk/Typist 1.00 1.00 Supv Management Analyst 3.00 2.00 Deputy Director 1.00 1.00 Vacancy Factor Adjustment 0.00 0.00 Overtime Budgeted 0.00 0.00 Total 25.00 23.00	Position Title Positions Positions Account Clerk 1.00 1.00 \$ Sr Management Analyst 1.00 7.00 \$ Administrative Aide II 3.00 2.00 \$ Assoc Management Analyst 13.00 2.00 \$ Assoc Engineer-Civil 0.00 3.00 \$ Clerical Assistant II 1.00 1.00 \$ Word Processing Operator 1.00 1.00 \$ Sr Civil Engineer 0.00 2.00 \$ Sr Clerk/Typist 1.00 1.00 \$ Supv Management Analyst 3.00 2.00 \$ Deputy Director 1.00 1.00 \$ Vacancy Factor Adjustment 0.00 0.00 \$ Overtime Budgeted 0.00 0.00 \$ Total 25.00 23.00	Position Title Positions Positions Salary Account Clerk 1.00 1.00 \$ 37,878 Sr Management Analyst 1.00 7.00 \$ 70,802 Administrative Aide II 3.00 2.00 \$ 50,686 Assoc Management Analyst 13.00 2.00 \$ 64,538 Assoc Engineer-Civil 0.00 3.00 \$ 80,375 Clerical Assistant II 1.00 1.00 \$ 35,402 Word Processing Operator 1.00 1.00 \$ 37,845 Sr Civil Engineer 0.00 2.00 \$ 92,803 Sr Clerk/Typist 1.00 1.00 \$ 43,313 Supv Management Analyst 3.00 2.00 \$ 80,610 Deputy Director 1.00 1.00 \$ 119,758 Vacancy Factor Adjustment 0.00 0.00 \$ - Overtime Budgeted 0.00 0.00 \$ - Total 25.00 23.00 *	Position Title Positions Positions Salary Account Clerk 1.00 1.00 \$ 37,878 \$ Sr Management Analyst 1.00 7.00 \$ 70,802 \$ Administrative Aide II 3.00 2.00 \$ 50,686 \$ Assoc Management Analyst 13.00 2.00 \$ 64,538 \$ Assoc Engineer-Civil 0.00 3.00 \$ 80,375 \$ Clerical Assistant II 1.00 1.00 \$ 35,402 \$ Word Processing Operator 1.00 1.00 \$ 37,845 \$ Sr Civil Engineer 0.00 2.00 \$ 92,803 \$ Sr Clerk/Typist 1.00 1.00 \$ 43,313 \$ Supv Management Analyst 3.00 2.00 \$ 80,610 \$ Deputy Director 1.00 1.00 \$ 119,758 \$ Vacancy Factor Adjustment 0.00 0.00 \$ - \$ Overtime Budgeted 0.00 0.00 \$ - \$ Total </td

CENTRAL STORES INTERNAL SERVICE FUND

Central Stores

Class	Position Title	FY 2007 Positions	FY 2008 Positions	Salary	Total
1104	Account Clerk	1.00	1.00	\$ 37,878	\$ 37,878
1194	Auto Messenger II	6.00	6.00	\$ 35,470	\$ 212,819
1236	Auto Messenger	1.00	1.00	\$ 31,137	\$ 31,137
1237	Payroll Specialist I	1.00	1.00	\$ 39,514	\$ 39,514
1282	Procurement Specialist	1.00	1.00	\$ 58,568	\$ 58,568
1533	Stores Operations Supv	1.00	1.00	\$ 54,848	\$ 54,848
1535	Clerical Assistant II	2.00	2.00	\$ 35,402	\$ 70,804
1879	Sr Clerk/Typist	1.00	1.00	\$ 43,314	\$ 43,314
1899	Stock Clerk	5.00	5.00	\$ 36,016	\$ 180,082
1901	Storekeeper III	1.00	1.00	\$ 47,682	\$ 47,682
1902	Storekeeper I	1.00	1.00	\$ 41,330	\$ 41,330
1903	Storekeeper II	1.00	1.00	\$ 45,490	\$ 45,490
	Vacancy Factor Adjustment	0.00	0.00	\$ -	\$ (25,904)
	Overtime Budgeted	0.00	0.00	\$ -	\$ 16,276
	Total	22.00	22.00		\$ 853,838
PURC	CHASING & CONTRACTING TOTAL	85.00	74.00		\$ 4,114,998

Revenue and Expense Statement (Non-General Fund)

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CENTRAL STORES INTERNAL SERVICE FUND 50010		FY 2006*	FY 2007*		FY 2008*
	_	BUDGET	BUDGET	I	PROPOSED
BEGINNING BALANCE AND RESERVE					
Balance from Prior Year	\$	1,643,911	\$ 1,117,105	\$	1,717,409
TOTAL BALANCE	\$	1,643,911	\$ 1,117,105	\$	1,717,409
REVENUE					
Interoffice Mail Delivery	\$	329,011	\$ 329,011	\$	329,011
Reimbursed Material	\$	17,337,636	\$ 17,337,636	\$	21,967,515
Reimbursed Materials Surcharge	\$	1,525,712	\$ 1,525,712	\$	1,525,712
Surplus Property Sales	\$	30,000	\$ 30,000	\$	30,000
Surplus Property Surcharge	\$	75,000	\$ 75,000	\$	75,000
TOTAL REVENUE	\$	19,297,359	\$ 19,297,359	\$	23,927,238
TOTAL BALANCE AND REVENUE	\$	20,941,270	\$ 20,414,464	\$	25,644,647
OPERATING EXPENSE					
Inventory Purchases	\$	16,967,515	\$ 16,967,515	\$	21,967,515
Personnel and Non-Personnel Expense	\$	2,300,060	\$ 1,729,540	\$	1,854,798
TOTAL OPERATING EXPENSE	\$	19,267,575	\$ 18,697,055	\$	23,822,313
TOTAL EXPENSE	\$	19,267,575	\$ 18,697,055	\$	23,822,313
BALANCE	\$	1,673,695	\$ 1,717,409	\$	1,822,334
TOTAL EXPENSE, RESERVE AND BALANCE	\$	20,941,270	\$ 20,414,464	\$	25,644,647

^{*} At the time of publication audited financial statements for Fiscal Year 2006 were not available. Therefore, the Fiscal Years 2006 and 2007 columns reflect final budget amounts from the Fiscal Year 2006 and 2007 Annual Budgets. As such, balances and reserves do not reflect carryover from the previous fiscal year.